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02 JUL 1968

MEMORANDUM FOR: Executive Director-Comptroller

Attached is a report on the Agency Recruiting Program for FY 1969. It will be a program of replacing attrition which is different in nature from the program we have been running in the past several years. It reports a more highly organized program but really does not have any startling new approaches to the recruitment problem. In my judgment what we need is a highly organized, tailored program to tread our way through all the restrictions and constraints now placed upon our recruitment effort by BALPA, BoB ceilings, the Revenue and Expenditure Act of 1968 and fitting these in with the retirement program. It is going to be a difficult year in managing this program.

I hope this program outline is satisfactory.

SIGNED R. L. Bannerman

R. L. Bannerman

Att: Memo dtd 26 June 68 for DD/S fr  
D/Pers, subj: Agency Recruiting  
Program for FY 1968 w/atts - DD/S 68-3242

DD/S:RLB:maq (1 Jul 68)

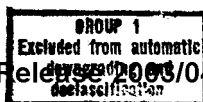
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26 JUN 1968

DP/S 68.324/2

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Agency Recruiting Program for FY 1969

REFERENCE : Memo for D/Pers fr DD/S dtd 21 May 68 subject:  
Report of Committee on Professional Manpower

1. This memorandum is for your information. It outlines plans for the FY 1969 recruiting program and pertains only to our positive field recruiting program. It does not consider our Washington Recruiting Office located in the Rosslyn area which provides a service for interviewing "walk-ins" and referrals from the local area.

25X1 2. [ ] charges the Director of Personnel with responsibility for maintaining a system of nationwide recruitment to procure new personnel. To meet this responsibility, eighteen (18) general recruiters and six (6) clerical recruiters [ ]

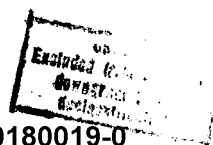
25X1 [ ] Their task is to contact and evaluate professional, technical, and clerical personnel and encourage, on a selective basis, applications from those who appear to be qualified for further consideration. In accomplishing this task during FY 1968, the field recruiters (as of 31 May) interviewed an estimated 19,106 individuals. Of these, [ ] were recommended for the next stage of the employment selection process. From this number, the Agency's manpower requirements for FY 1968 were met.

25X1 3. The Agency's personnel requirements reflect a stable or slightly reduced ceiling during FY 1969. Our recruitment program, therefore, will be directed primarily towards replacing anticipated attrition. This situation permits more selective development and exploitation of recruitment sources than has been possible in recent years. With this in mind, we plan to concentrate our efforts in depth on the prime sources listed below. Exploitation of these sources will be carried on throughout the year except for college and university recruiting which must be accomplished between October and March.

- a. Selected Colleges and Universities (Tab B)
- b. Military Installations (Tab C)
- c. State Selective Service Files (Tab C)
- d. U.S. Civil Service Contacts (Tab C)
- e. Professional Society Meetings and conventions (Tab D)
- f. Advertising (Tab E)

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4. In FY 1968 we recruited on over 440 campuses. In FY 1969 primary emphasis will be given to 116 selected schools, thereby enabling our recruiters to concentrate on the most productive sources. By limiting the number of colleges and universities to be visited on a scheduled basis, our recruiters will be afforded greater opportunity to increase their contacts with Department heads and other members of the academic community. This in turn should result in increased referrals of high-quality candidates and more time for individual interviews.

5. During FY 1969 our recruitment program will be coordinated with other Directorates on a more formal basis. It is our intention to maximize specialist-to-specialist discussions in our recruitment of candidates for the highly specialized disciplines (i.e., scientists, engineers, economists, etc.). Each Directorate will receive copies of our recruiting schedules listing dates and names of the academic institutions to be visited. The Directorates will indicate the institutions of interest to them and to which they will assign representatives to accompany the recruiters. We also plan to make our recruitment schedule available to selected Agency officials so that they may refer to us for follow-up the names of promising candidates known to them at the colleges to be visited.

6. Worthy of note as the most recent addition in our recruitment effort is the Co-operative Education and Summer Intern Program. Of the relatively small number in the co-op program in FY 1966 and FY 1967, 17 have graduated and of these eight have entered on duty and four have gone on to graduate school with an expressed interest in returning to the Agency. In addition, all but one of the summer interns in the Intelligence Directorate China Division program returned in 1968. We are planning on a strength of 90 co-op students in FY 1969 as compared to 59 on duty at the end of FY 1968. There will be a similar increase in our summer interns next year. These programs provide an opportunity for very selective recruitment of interested students with every indication that the retention rate will be high. A summary report of the Co-operative Education and Summer Intern Program is provided at Tab F.

7. Having described the FY 1969 program, I must sound a warning. In past years the recruiting mechanism has produced highly qualified applicants for the Agency's junior professional positions in abundance. But there is now some evidence of a growing disaffection among those who were recruited by that mechanism--particularly those who entered via the Career Training Program in the last few years. Obviously the recruiting program cannot correct a post-employment condition. But we need to determine whether we should continue to recruit as we have in the past. For instance, is the same abundance desirable or would it exacerbate an already growing problem? The area of concern is the early handling of these young professionals. The work they are given to do and the early supervision are critical in the formation of their attitudes towards the Agency and their motivation to its work. I have heard this from the head of the PIC

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25X1 [ ] Laboratories in Pittsburgh, a member of the Executive Committee of DuPont in Wilmington, three of the most respected Directors of Personnel in Washington, seen it emphasized in the current literature, and most importantly, heard it from some of the Agency's young people themselves. John [ ] at a conference on career training three weeks ago, said, "The emphasis on recruiting quality is not matched by treatment after entrance on duty." Today's college graduate, particularly the post-graduate, is intelligent, better educated than his predecessor, questioning, chary of promises, quick to resent evasion, and possessed of a vigorous drive to contribute--to be involved. The disaffection we note arises from a failure to provide the challenge--the "real" work--the participation--the CT's expected. Those young people who went directly, or after a brief orientation, to regular jobs have not evidenced, at least to my knowledge, the drop in morale or loss of positive motivation seen in the CT's. The question is whether we have brought in more than we have suitable jobs for and have therefore been unable to make good assignments or is the failure in the management of them in whatever jobs they are given? I suspect it is some of both and suggest that it is high time the concepts and procedures were examined. The JOT Program was designed in 1951 to meet a need defined in 1951 terms. The world of 1968 is different. The Agency of 1968 is different. The young professional of 1968 is different. It is not unreasonable to argue that the CT Program should be different.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Atts: 6

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